



COMMANDERS CONFERENCE

NOVEMBER 7&8 1987

COL BARCLAY O. WELLMAN

ACTING COMMANDER



98TH DIVISION COMMANDERS CONFERENCE  
7-8 NOVEMBER 1987  
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AFKA-GCD-GA

21 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Preparation for Overseas Replacement (POR)

1. The requirement for each soldier to have two (2) panographs, two (2) dog tags and an ID Card is still in effect. Each major subordinate commander will certify in writing to this Headquarters, ATTN: AFKA-GCD-GA, when his/her command accomplishes 100% POR qualification. This report is consolidated at MSC level and forwarded to Division by the 10th of each month. The G-1, during command inspections, will inspect procedures used for validating POR requirements of each soldier by all MSCs.

2. Major subordinate commanders will continue to submit current status of POR qualification by the 10th of each month until their subordinate units are fully qualified. Once 100% POR qualified, major subordinate commanders will continue to monitor full compliance of this requirement with newly assigned personnel.

3. POC for the above information is MAJ Smith, ATTN: AFKA-GCD-GA, (716) 338-7400, ext 215.



AFKA-GCD-GA

21 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Age 40 and Over Medical Screening

1. It is imperative that the Phase I screening be completed as soon as possible, to enable the reporting of requirements for Phase II and Phase III screening. As you know, we are providing First US Army with a detailed report involving age 40 and over soldiers by name, unit, home address, and phone number. This report will be updated every month and forwarded along with the current formatted report (see enclosure).

2. The monthly report will contain the following information and will be separated into three parts: Part I, items A thru C will indicate the number of personnel in units with deployment dates of D 30 or earlier; Part II, items D thru F will indicate the number of personnel with SQI "X" (Drill Sergeants), and Part III, items G thru I will indicate the number of all other personnel assigned to units with a D31 and over deployment date. The "D" date signifies the reporting date to your mobilization station.

3. To ensure completion of this critical aspect of the program, Major Subordinate Commands will coordinate with the medical facilities supporting their units and schedule the required Phase I medical screening of all personnel in D30 or earlier units and Drill Sergeants, on a priority basis. All other age 40 and over soldiers will be scheduled as facilities permit, but subsequent to priority personnel.

4. POC for the above information is MAJ Smith, ATTN: AFKA-GCD-GA, (716) 338-7400, ext 215.

USAF AGE 40 AND OVER MEDICAL SCREENING

MSC \_\_\_\_\_

DATE \_\_\_\_\_

MSC FOC \_\_\_\_\_

(A) \_\_\_\_\_  
Assigned personnel deploying  
within D30 age 40 and over

(B) \_\_\_\_\_  
Number of "A"  
Phase 1 screened

(C) \_\_\_\_\_  
Number of "B"  
Passed

(D) \_\_\_\_\_  
Assigned Drill Sergeants  
age 40 and over

(E) \_\_\_\_\_  
Number of "D"  
Phase 1 screened

(F) \_\_\_\_\_  
Number of "E"  
Passed

(G) \_\_\_\_\_  
All other personnel deploying  
D31 or later who are age 40  
and over

(H) \_\_\_\_\_  
Number of "G"  
Phase 1 screened

(I) \_\_\_\_\_  
Number of "H"  
Phase 1 Passed



AFKA-GCD-GA

21 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: HIV Testing

1. During the period March thru August 1988, all 98th Division (Tng) personnel will be provided HIV testing for the AIDS virus. Testing will be accomplished by contract in USAR Centers. All personnel will be tested to include those previously tested due to ODT during TY 87.
2. All personnel will be notified of the results of their HIV tests, and all will be provided training regarding AIDS prior to testing. Training will be provided at the test site by the 8th Medical Brigade personnel.
3. Previously provided testing schedules are being adjusted to accommodate holidays and holiday weekends, annual training dates, etc.
4. POC this Headquarters is Ruth Stewart, 2035 N. Goodman St., Rochester, NY 14609-1098, (716) 338-7400, ext 214.



24 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Weight Control Program

1. The policy of this command is to follow the procedures outlined in AR 600-9. The only exception is that soldiers are weighed in their duty uniform instead of their physical fitness training (PT) uniform. This requirement applies only to the off quarter months. Each soldier during his/her annual training (AT) will be weighed in his/her physical training (PT) uniform while conducting the Army Physical Fitness Test (APFT). All soldiers are to be weighed in quarterly. It is at the commanders' discretion during each quarter when their soldiers are to be weighed.

2. The Army Weight Control Program (AWCP) reporting system for the Division has improved. Reported figures are corresponding with the figures monitored by the G-1. The following changes have been made to achieve this:

a. All DA Form 268's (Suspension of Favorable Personnel Actions) are now forwarded directly from each major subordinate command to the Weight Control NCO (WCNCO) for the division, along with its monthly 1AA Form 181-R report. The old form has changed. It eliminates the word "calipered." It now states "number measured". By doing these forms once a month, it allows the unit to accurately monitor its personnel on the program. The WCNCO then makes distribution ensuring that the AG section and First US Army, along with the G-1, has copies of the DA Form 268 on personnel flagged for AWCP.

b. A data base of all personnel entering the AWCP has been established. Once personnel are removed from the program they are still listed in the data base under a different code. If they re-enter the program, the WCNCO notifies the unit that the individual has been on the program previously and allows the unit to take the appropriate action depending on the time frame that the individual has been off the program. Once an individual has been off the AWCP for three (3) years he/she is removed from the data base.

c. A computer listing of personnel on the AWCP by unit is sent every two (2) months to each MSC. This listing allows the MSC to see which individuals this Headquarters has identified as being enrolled in the AWCP. By sending out this list, reported figures are accurate, and if there are discrepancies, the unit initiates corrective action.

AFKA-GCD-GA

SUBJECT: Weight Control Program

d. Several questions have been asked concerning the proper sequence of events which takes place once a soldier exceeds the height/weight table, i.e., at what time is the soldier flagged IAW AR 600-31, when does the commander counsel the soldier, and is this soldier referred to the appropriate MEDDAC. If the soldier has been identified as not being in compliance with the body standards and does not have a current, up-to-date profile preventing him/her from meeting those standards as outlined in AR 600-9, then the soldier will be immediately flagged (per phone conversation between FUSA and Mr. Ruperton, HQDA). The soldier must be counseled by the commander, and if he/she desires, may consult with a personal physician at one's own expense. Commanders will also provide educational and motivational programs to encourage personnel to attain and maintain proper weight standards. At no time is the soldier referred to a MEDDAC unless the soldier is on an active duty/AGR tour.

3. POC for the above information is MAJ Smith, ATTN: AFKA-GCD-GA, (716) 338-7400, ext 215.

AFKA-GCD-GA

21 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: FORSCOM U.S. Reserve Drill Sergeant/Instructor Status  
Report

1. The FORSCOM Form 1010-R (See enclosure) has replaced the monthly report which was required by FORSCOM Message, AFOP-TR, 031300Z Oct 84, SUBJECT: USAR Training Division, Separate Brigades Strength Report. Procedural instructions and definitions of the various data elements are contained on the reverse side of the form. This is a quarterly report. The next report is due 1 November 1987. The suspense dates in 1988 are 1 Feb, 1 May, 1 Aug, and 1 Nov 88.
2. The data described must match the USR submission by each unit. This report is to be consolidated at MSC level and forwarded as indicated by suspense date to 98th Division (Training), ATTN: AFKA-GCD-GA. As soon as the data available through SIDPERS-USAR and the Unit Status Reporting System agree with the data submitted in this report, this reporting requirement will be discontinued.
3. The status of USAR Training Division Drill Sergeant/Instructor strength, qualification and utilization has become a high visibility item at this Headquarters, First Army, FORSCOM and the Department of the Army. The Army's senior leadership is increasingly interested in the quantity and quality of soldiers assigned to the USAR Drill Sergeant/Instructor positions and in the programs affecting them.
4. POC for the above information is MAJ Smith, ATTN: AFKA-GCD-GA, (716) 338-7400, ext 215.

# **FORSCOM USAR DRILL SERGEANT/INSTRUCTOR STATUS REPORT** (Ltr, AFPR-PRR, suby: FORSCOM U.S. Army Reserve Drill Sergeant/Instructor Status Report)

Requirements Control Symbol  
AFPR-384

FROM (REPORTING UNIT)

THRU (AS REQUIRED BY CONUSA)

TO

HQ, USA Forces Command  
ATTN: AFPR-PRR  
Fort McPherson, GA 30330-6000

15 OCT

15 JAN

15 APR

15 JUL

STRENGTH

A. DRILLING RESERVISTS

REQUIRED

AUTHORIZED

ASSIGNED

MOSQ

B. FULL TIME UNIT SUPPORT

COMMISSIONED OFFICER

CATEGORY

AUTHORIZED

ASSIGNED

WARRANT OFFICER

FTM OFFICER

ENLISTED (E5-9)

FTM ENLISTED

ENLISTED (E1-4)

MILITARY TECH

TOTAL

TOTAL

2. DRILL SERGEANTS

REQUIRED

AUTHORIZED

ASSIGNED

MOSQ

SQI "X"

IN TNG

FULLY QUALIFIED

3. DRILL CORPORALS

REQUIRED

AUTHORIZED

ASSIGNED

MOSQ

SQI "H"

IN TNG

FULLY QUALIFIED

4. INSTRUCTORS

5. CRITICAL PERSONNEL SHORTAGES

6. REMARKS

7. NAME OF UNIT POINT OF CONTACT

TELEPHONE

8. NAME, RANK, SIGNATURE OF APPROVING AUTHORITY

DATE

19 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Military Appearance

1. Notwithstanding previous correspondence and/or 98th Division (Training) policies and procedures regarding the above subject, your immediate personal involvement in this key area is required.
2. After several years of improvement in military appearance, recent reports clearly reveal a downward trend.
3. Of all the categories reviewed by OTE inspectors, standards for appearance should be met at every assembly by officers and enlisted personnel alike. Appearance is basic soldiering and one that is best emulated by officers and noncommissioned officers by example. When leaders do not meet standards, don't expect others to meet the standard. This very well may be the case.
4. To place the emphasis on appearance desired by the Commanding General, immediately and until further notice, all commanders will conduct inspections in ranks at each IDT assembly to insure personal appearance and weight standards are met or exceeded. Regulations, policy and procedures to administer appearance are in place. Use them.
5. The 98th Division (Training) has always maintained a high level of excellence. Let us insure that the cornerstone of professional soldiering begins with appearance to sustain that excellence.





19 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: SIDPERS-USAR

1. SIDPERS-USAR (Standard Installation/Division Personnel System - United States Army Reserve) is an automated system designed to support personnel accountability management at all levels of the USAR. The viability of the systems data and utility as a management tool is dependent on the accuracy and completeness of the personnel data base. The ultimate responsibility for the condition of the data base rests with the unit commander.

2. 98th Division (Training) has been assigned a mission goal to reduce blank elements on the personnel data base from the Personnel Qualification Record (PQR), DA Forms 2. First U.S. Army has defined that goal as a monthly 1.3% reduction to a sustained level of 5% blank data by September 1988.

3. First U.S. Army is also monitoring our management of personnel shown as awaiting position assignment on the Unit Manning Report (UMR). Personnel awaiting position assignment for more than 90 days are reported to 98th Division (Training).

4. SIDPERS-USAR is already having an impact on the personnel status reported in the following areas: Unit Status Report, strength accountability, management and retention, New GI Bill benefit entitlements, and duty qualification status of the Division. System demands are increasing rapidly, both internally and externally. SIDPERS will, in the near future, have a considerable impact on unit reorganization and the Request Vacancy System (RVS). The possibility exists for eventual interface of SIDPERS-USAR with every major personnel accountability and management system within the USAR, and with the SIDPERS-AC (Wartime) upon mobilization.

5. To establish and sustain a viable personnel data base within 98th Division (Training), the SIDPERS Interface Branches (SIBs) of both First U.S. Army and the Division are producing recurring and special reports and rosters. These are fielded to subordinate units for completion, update and submission for data entry into SIDPERS. Commanders can avoid time-consuming replies by endorsement by ensuring 100% compliance with SIDPERS-USAR data submission requirements.



21 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Submission of OER's

1. Timely submission of OERs continues to be a primary concern. This Division has a very good reputation for submitting OERs in a timely fashion. We must ensure this trend continues.

2. Items of concern regarding OER submission:

a. Referred Reports: If referral is required, the senior rater will refer the completed report to the rated officer for acknowledgement and comment before forwarding it to the 98th Division AG for processing. A reasonable suspense date should be given for the rated officer to complete this action. Upon receipt of the rated officer's acknowledgement, the senior rater will attach it to the original report and forward it thru command channels to Division AG. If the rated officer fails to respond within the suspense period, the senior rater will attach a copy of his/her referral to the original report and indicate that the rated officer failed to complete his/her acknowledgement. The senior rater will then forward it thru command channels to the Division AG.

b. Detailed instructions for handling referred reports are contained in paragraph 5-2b, AR 623-105.

c. Referred OERs must be received at ARPERCEN NLT 90 days after the ending date of the report. The 40 day requirement to Division still remains in effect.

3. The following are examples of reports which will be referred to the rated officer by the senior rater for acknowledgement and comment:

a. A relief for cause report.

b. Reports with negative remarks about the rated officer's professional ethics in part IVb and in the rater's and/or senior rater's narrative evaluation(s).

c. Reports with a rating of 4 or 5 in any of the 14 attributes in part IVb.

d. Reports resulting in a performance evaluation of "Often failed requirements" or "Usually failed requirements" in part Vb.

AFKA-GCD-AG

SUBJECT: Submission of DERs

e. Reports with a potential evaluation in part Vd of "do not promote" or narrative comments to that effect from any rating official.

f. Reports with a senior rater potential evaluation in one of the bottom three blocks of part VIIa.

g. Reports with ratings or comments that in the opinion of the senior rater, are so derogatory that the report may have an adverse impact on the rated officer's career.

h. Reports with an entry of FAIL in part IVa, item 3, indicating non-compliance with AR 350-15; or an entry of "NO" in part IVa, item 12, indicating non-compliance with AR 600-9.

These are NOT all inclusive examples of referral reports. Para 4-27, AR 623-105 governs referred reports.

21 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Enlisted Evaluation Reports (EERs), AR 623-205

1. Enlisted Evaluation Reports remain a key tool for the Army's Enlisted Personnel Management Program. These reports influence soldier's career development, through selection for promotion and schooling, along with selection for leadership positions. A properly prepared evaluation report should provide a brief, clear assessment of the rated soldier's duty performance, professionalism and potential.
2. Effective 1 October 1986, ARPERCEN instituted an automated tracking system for EERs that is similar to the one used for OERs. The UIC is used as the key data element. Indications from ARPERCEN are that the majority of reports arrive later than 60 days after the ending month of the report. This headquarters has instituted the requirement for the unit to forward a copy of the DA Form 200 transmittal to this headquarters. Review of these transmittals indicates that units are submitting Enlisted Evaluation Reports late to ARPERCEN.
3. Reports returned from ARPERCEN for correction indicate that unit commanders and their administrative personnel are not familiar with the requirements of AR 623-205. Common errors to include missing APFT and height and weight entries indicate that MILPO's are not reviewing the forms prior to forwarding to ARPERCEN. Poorly written narratives consistently indicate that raters are unaware of the rated soldier's duties. Additionally, the narratives do not support numerical scores. While ARPERCEN does not return reports with poorly written narratives, raters at all levels should be concerned. Poorly written evaluations reflect badly on, not only the raters, but all supervisors as well.
4. Effective sometime in January 1988, a new EER system will be implemented. The new system will consist of a Noncommissioned Officer Evaluation Report and the NCO Counseling Checklist. The role of the rating chain will change, requiring the rater to evaluate performance and be responsible for performance counseling. The senior rater, currently the indorser, will focus primarily on evaluation of potential and will be responsible for mentoring and watching over the performance evaluation process. The reviewer will make comments only in case of disagreements with the rater or senior rater, and will be responsible for rating safeguard overwatch. The new report will provide selection boards with more and better information in determining a soldier's qualification for promotion and schooling.

21 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Service Available Thru Public Affairs Office to Use Media Services and to Publicize USAR Reserve Accomplishments

1. "PIPELINE" SUBMISSIONS: Commanders of all MSC's should appoint any additional duty PAO or journalist to keep the PAO advised of stories for possible use within the Division newspaper PIPELINE. Stories written by a member of your command should be typewritten and double-spaced. The PAO will provide all commands with PIPELINE deadlines for stories and provide film and/or photo support when possible.
2. HOMETOWN NEWS RELEASES: The Hometown News Release Program provides members of the Division with the opportunity to receive recognition for their achievements in their hometown media. Officers and NCOs in each command should identify newsworthy accomplishments of their subordinates and submit hometown news release forms (DD Form 2266) to the PAO at Division Headquarters. Guidance on story topics suitable for hometown releases is given in DA Pam 360-3.
3. BICENTENNIAL OF CONSTITUTION: Per First US Army guidance, all Reserve Center Commanders should sponsor at least one event involving their respective local communities to celebrate the Bicentennial of the Constitution. Innovation is the key and guidance from the Division PAO will be forthcoming.
4. COMMUNITY ACTIONS PROJECTS: Must be cleared by this Division Headquarters. Units at all locations should refer to the 98th Division SOP when considering local community requests for assistance involving Division soldiers and equipment. This does not pertain to the lending of non-sensitive equipment such as water buffaloes and tents.
5. MEDIA INQUIRIES AND ADVERSE PUBLICITY: The Division PAO is the sole agency responsible for replying to media queries. MSC Commanders should inform all units within their command that the PAO is the official spokesman for the Commanding General. Any adverse publicity reflecting discredit upon the Division, its mission, capabilities or members should be reported with all pertinent details to the Division PAO.

24 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Sponsorship Program

1. Sponsoring a new soldier is the critical first step to retaining him or her later. If an individual feels welcome and needed, he/she will be happy, productive and will reenlist.
2. When a unit receives notification (UVRESR) that a soldier is assigned, sponsorship must be initiated immediately. Invite him to see the center and meet unit members even before he receives orders with a report date. Be sure he understands he cannot be paid for drills prior to his date of assignment. If he is new to the military, get others to talk with him about what to expect at Basic Training and Advanced Individual Training (AIT) for his MOS. Helping him to know the unit before he leaves for BCT allows him to have a unit affiliation while he is gone. Keep in contact with him while he is at BCT/AIT to show your interest and concern.
3. When a soldier reports to his first drill, the sponsor must ensure the new soldier feels at ease, is escorted through inprocessing and gets him involved with training. Inform him of even the most significant things that may be obvious to anyone else but not to the new soldier. Don't allow him to stand around not knowing where he should be or what he is supposed to do. A "wall-flower" is the first one who won't reenlist later. Someone must be attentive and responsive throughout the soldier's first two or three drills. Let him leave his first drill and everyone thereafter, with a positive, highly motivated feeling toward the unit, its members and the Army Reserves. Help him to be glad he joined the unit.

AFKA-GCD-SMD

24 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Area Retention Council (ARC)

1. Introduced to the Division in August 1986, under the operation of the Division Command Sergeant Major, this program was designed exclusively for the senior NCOs to monitor, analyze and resolve issues and problems among the enlisted ranks. There are six geographic areas established with an area NCOIC appointed in each.
2. The council discusses personnel problems related to attendance, losses, potential problems and related areas that concern retention of our soldiers. A problem is brought to the attention of the council if it cannot be resolved by the unit. In some cases, a transfer between units may rectify the situation. This action "saves" a soldier for the Division rather than a possible transfer to Control Group or an Unsatisfactory Participant.
3. A revised LOI, dated 21 Jul 87, outlines specific guidance for the ARCs and types of reports required. Each commander should be advised by his 1SG/CSM of the minutes from the council.



21 August 1987

MEMORANDUM FOR: 98TH DIVISION (TRAINING) COMMANDERS' CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: Selected Unit Emphasis (SUE) Program

1. This program was instituted at the start of FY 87 based on year-end FY 86 strengths and attrition rates for battalion sized divisional units and company/detachment sized non-divisional units. It is designed to force more emphasis and awareness in units below 85% strength, greater than 2% average monthly attrition rate and 85% careerist, 65% first-term reenlistment rates. MOS qualification rates will also be considered.
2. All units will now be monitored by company level rather than by battalion. The selected units and their higher commands are required to formulate plans and goals as management tools to assist them in achieving maximum rates in each area. Each MSC and battalion is responsible for assisting each of their subordinate units in reaching their strength goal and objectives set for their unit.
3. Statistics will be reviewed quarterly by the MUSARC and as a unit shows progress, reaches its goal and maintains it for a minimum of two successive quarters, it will be considered for removal from the SUE program.

26 AUGUST 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDER'S CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: 1986 Amendments to the Uniform Code of Military Justice  
(UCMJ)

1. The 1986 amendments to the UCMJ subject US Army Reserve (USAR) personnel to UCMJ jurisdiction whenever they are in a Title 10 (US Code) duty status, e.g. Active Duty (AD), Active Duty for Training (ADTR), Annual Training (AT), Active Guard/Reserve (AGR) or Inactive Duty for Training (IDT) (as defined in applicable regulation).
2. FORSCOM has directed that all MUSARCs and GOCOMs provide military justice training plans to CONUSAs for review and approval NLT 30 October 1987, IAW UCMJ Article 137 and AR 27-10.
3. All USAR TPU JAGs will receive training IAW para 4a(2) of FORSCOM circular 27-87-2, appendix B, NLT 31 December 1987. All USAR soldiers (enlisted and officers) will receive training NLT 30 June 1988. All training must be certified by the unit commander and the soldier's personnel records must be annotated and certified.
4. Officers assuming command after 30 June 1988 must receive military justice training before or within 30 days after assumption of command. Prior training IAW the FORSCOM circular will satisfy this requirement. Required training will be provided by the 98th Division (Training) SJA.
5. A clear understanding by our soldiers and commanders of all the changes to the UCMJ is essential if the purpose of the law is to be carried out.

21 Aug 87

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS' CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Automatic Data Processing (ADP) Security

1. Automatic Data Processing (ADP) security, as found in Army Regulation (AR) 380-380 and the 98th Division Standing Operations Procedures (SOP), covers a multitude of areas including the following:

- a. Security management.
- b. Software security.
- c. Hardware security.
- d. Procedural security.
- e. Communication security.
- f. Personnel security.
- g. Document security.
- h. Physical security.
- i. Environmental security.

2. The Division ADP Security responsibility belongs to the Division Automation Systems Security Manager. Units now have stand alone ADP. In the near future, ADP will be addressed through the use of terminals. At that point, each unit shall appoint on orders (Duty Appointment DF) a ADP System Security Officer and a Terminal Area Security Officer when these terminals are utilized.

3. Physical security of equipment media, spare disks, etc., and areas used for storage of disks, paper, and magnetic tapes, etc., should be given adequate protection and be controlled at all times.

4. With different levels of computer security processing modes and restrictions comes the possible use of the password. If required, each user shall access the computer through the use of a positively established localized password system which shall be scrutinized at all times. Audit trails shall also be in use to identify log-on and log-off along with user time and files accessed.

5. It is routine to require a Personnel Security Clearance to a level of classified material being worked on in automatic data processing. PRP Surety is also required. Both are inter-dependent

AFKA-GCD-GB

21 Aug 87

SUBJECT: Automatic Data Processing (ADP) Security

and will be treated as a single entity. Without PRP Surety, for access to computers, the Mobilization Army Training Mission (MATC) is very much effected. The security managers will check that all personnel with access to computers be screened and evaluated. PRP Surety is to be noted on the individual's DA Form 873, Personnel Security Clearance, in the individual's 201 file. Each DA 873 will bear the notation "PRP/Surety Considered", if not notated, PRP Form Surety will be requested. See AR 380-380 for additional information on PRP Surety.

16 Sep 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS' CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: New Arms Ammunition and Explosives Storage and Inventory Requirements

1. Numerous messages from FORSCOM and First Army arrived at 98th Division USAR Centers between March and June 1987, dealing with the above subject. These were all consolidated and summarized in a Division letter (AFKA-GCD-PM) dated 14 July 87 having the same subject.
2. There are significant changes from the requirements contained in the AR's and in the Division Physical Security Plan. The main changes are:

a. USAR Units at Home Station

(1) Visual counts of weapons will be conducted each time the arms room is opened (weekly minimum).

(2) Serial numbered inventories are now required monthly and will include weapons and sensitive items. The same individual may conduct consecutive visual counts, but serial numbered inventories will not be conducted by the same individual.

(3) The quarterly serial numbered inventory has been replaced by the one conducted monthly.

b. USAR Units Sharing Consolidated Arms Rooms.

(1) Representatives from all units must be present to conduct the visual count of their unit's weapons each time the arms vault is opened or serial numbered seals must be placed on the arms racks by the owning unit. Serial numbered seals will relieve the host unit of the responsibility of conducting physical counts. The integrity of the seals must be verified by the host unit, however.

(2) Monthly serial numbered inventories must be conducted by each unit on their own weapons. If the weapons are stored at another location within three hours driving time then the person conducting the count must travel to the location where the weapons are stored. If the storage location is more than three hours from the owning units home station, the storage agreement may be written so that the inventory is conducted by the host unit personnel. Copies of the inventories will be maintained by both the host and owning units.

AFKA-GCD-GB

16 Sep 1987

SUBJECT: New Arms Ammunition and Explosives Storage and Inventory Requirements

c. The 14 July letter also provides new guidance for units deploying to AT or otherwise leaving home station that will not be summarized here.

d. Physical Security Update 3 went to the printer at the end of June. Upon receipt, the guidance in the 14 July letter and changes in the update will be used to develop change 2 to the Division Physical Security Plan.

16 Sep 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS' CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: New Accident Reporting Procedures

1. AR 385-40 dtd 1 April 1987 contains significant changes in the types of accidents that must be reported and in the reporting mechanisms. The Safety Annex (BE) of the Division SOP is being updated to reflect the changes. Major changes are summarized below.
2. Accident categories (A, B, C or D) are established. The class of accident determines the investigative and reporting procedures which must be followed.
3. Commanders will investigate and report unplanned events that result in one or more of the following:
  - a. Damage to Army property.
  - b. Injuries to on or off duty military personnel.
  - c. Injuries to on-duty Army civilian personnel.
  - d. Occupational injuries.
  - e. Any injuries to non-Army personnel caused by Army operations.
4. Damage to Army property of less than \$1,000 does not require submission of a DA Form 285 (Accident Report Form).
5. Summaries of accident exposure (DA Form 2398) are not required from any units below.





21 Aug 87

MEMORANDUM FOR: 98th Division Commander's Conference Attendees -  
7-8 Nov 87

SUBJECT: Training Priorities

1. Despite the fact that every year brings some new priorities and one time quick fixes, certain principles, concepts and techniques and continuing priorities of this command. It is the obligation of every leader regardless of grade to insure that each is carried out in the spirit as well as the letter of the requirement.

2. Briefly stated these principles, concepts and techniques are:

a. Training Management: Effective training doesn't just happen. It must be planned and coordinated to insure that key leaders from the team up understand the desired objectives and their role in its execution and reinforcement. There is not substitute for training management meetings which involve all key players.

b. Mission Driven Training: Since time is the most limited resource in the Army reserves, all training must be mission driven and purposeful. There is a wide variety of staff and individual training subjects which would be good to train on, but current personnel turnover rates dictate that we focus on those skills which will insure mission success. The Mission Essential Task List (METL) is a key tool in gauging need.

c. Train and Test to Standard: Don't compromise your unit's ability to fulfill its mission and your own personal integrity. Insure that your instructors know the standard, train to it and evaluate objectively. We do soldiers no favors by giving a "good to go" for substandard performance.

d. Execute Training in a Realistic and Demanding Environment: Soldiers will not do one task in isolation on the battlefield. Survival dictates instinctive responses to a variety of conflicting demands. This ability to rapidly and effectively respond can only be ingrained through field training which challenges the soldier. Further, the proof is that unit commanders consistently report that their best attendance is on field training weekends.

e. Track each Soldier: While each of us has the responsibility to anticipate our career education and training needs, this does not relieve commanders and leaders at all levels from their obligation to professionally develop subordinates. Well maintained and used individual training records are critical to both mission success for the unit and retention of the soldier. If we fail to demonstrate our commitment to subordinates through developing them, other units and services will fill the gap.

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SUBJECT: Training Priorities

f. Leadership Challenge: Drill Sergeant School and the Noncommissioned Officer Educational System are designed to develop the leadership muscle of enlisted soldiers. All commanders and leaders must challenge, motivate and support soldiers in undertaking these development opportunities.

3. The Army's mission in peacetime is to train. However, a variety of other requirements can become training distractors if priorities are not defined and communicated. Some of these distractors are unanticipated by the author of the requirement and others are the result of our failure to effectively organize. Help us to recognize the former and seize the initiative to eliminate the latter.

21 Aug 87

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS' CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Unauthorized Use of ATA/RMA

1. As a result of several inspections, reviews, and staff visits, it has become apparent that there is a general lack of understanding as to the authorized use of additional training assemblies (ATA) and readiness management assemblies (RMA). The purpose of this memorandum is to provide clarification on policy and regulatory requirements in regard to ATA and RMA use.

2. Additional training assemblies are monies allocated by Congress for the specific purpose of improving training during inactive duty training (IDT). They will be used by key personnel only for training activities, such as preparation of lesson plans, training aids, training rehearsals, and unit training administration. The qualifier "key" relates to a specific training event or instructional period which is scheduled for the near future; normally the forthcoming unit training assembly (UTA)/multiple unit training assembly (MUTA), rather than to the function of training in general. In this context, a key individual is one whose influence on training being prepared is direct rather than marginal and on whom the quality of training or instruction and efficient use of allocated drill time is dependent.

a. Examples of authorized uses of ATA are:

- (1) Preparing lesson outlines.
- (2) Rehearsing for IDT instruction.
- (3) Requisitioning and/or fabricating training aids, devices, tools, and equipment for IDT training.
- (4) Drawing external weapons, training aids, equipment, or ammunition for IDT training.
- (5) Preparing training schedules.
- (6) Training administration (maintaining unit training records, Learning Center management, SRT materials, and training aids administration).
- (7) Attending training meetings.
- (8) Planning and coordinating IDT mutual support training.

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SUBJECT: Unauthorized Use of ATA/RMA

b. Examples of unauthorized use of ATA:

- (1) Preparation for annual training.
- (2) General maintenance of equipment.
- (3) Preparation for a conference (unless it is a training conference done in IDT status).
- (4) Preparation for REFORGER, BLAZING TRAILS, PROUD SCOUT, or any other exercise not performed in an IDT status.
- (5) General administration.

c. Although these lists are not all inclusive, they will help in determining whether or not an ATA may be used for a planned purpose. Generally speaking, an ATA is to prepare for training during IDT. Any other use is not authorized. The key terms here are "training" and "IDT."

d. Limitations:

- (1) A soldier is allowed a maximum of 12 ATAs per fiscal year.
- (2) An ATA must be a minimum of four (4) hours (may be split into two (2) periods of two (2) hours each in the same calendar month period).
- (3) No more than two (2) ATAs per day per soldier is authorized.
- (4) ATA cannot be used by MI detachments or USARF schools.

e. More details on use and management of additional training assemblies can be found in Paragraph 3-14 of AR 140-1 in the Reserve Components Update and in the yearly allocation letter.

3. Readiness management assemblies (RMA) are monies provided to the Reserve Components to allow for flexible accomplishments of unit administrative workload. This is a general statement and is meant to be that way. RMAs may be used for a broad spectrum of duties within a unit; but generally speaking, as long as it is related to administration, the use of RMAs are authorized.

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SUBJECT: Unauthorized Use of ATA/RMA

a. Limitations:

- (1) Must be a minimum of four (4) hours in duration.
- (2) No more than one (1) RMA will be performed by each soldier in one (1) day.
- (3) An RMA cannot be performed on the same day another assembly of any type is being performed; e.g., ATA, RST, UTA.
- (4) No more than 24 RMAs will be performed by any one individual per year.
- (5) All Troop Program Units (TPU) are authorized RMA.

b. More details on the use and management of readiness management assemblies can be found in Paragraph 3-14.1 of AR 140-1 in the Reserve Components Update and in the yearly allocation letter.

4. Point of contact at this Headquarters is MSG Smith, 716-338-7400, Extension 258.



21 Aug 87

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS' CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Return of Supervised On-the-job Training (SOJT)

1. Headquarters, Department of the Army, has recently announced clarification of policy on supervised on-the-job training (SOJT). SOJT will remain an option for Reserve Component (RC) units until RC-configured courses are developed by US Army Training and Doctrine Command (TRADOC) for all appropriate military occupational specialties (MOS). Commanders wishing to implement SOJT must:

- a. Obtain approval to use SOJT from the Commanding General or Deputy Commanding General, thru the chain of command.
- b. Ensure correspondence courses, vocational/technical courses, contract training, professional development, or other structured educational media are included in the program.
- c. Develop a list of critical tasks to be trained. List should parallel existing trainer's guide/soldiers' manual task list for that particular MOS.
- d. Obtain approval of a formal program of instruction from 98th Division (Tng), thru the chain of command.
- e. Establish milestones for completion of training. The SOJT Program may vary, reflecting the degree of individual study, aptitudes, and available facilities; but generally should require at least as much time as comparable TRADOC courses.
- f. Develop an end-of-course evaluation measured to the Army standard; e.g., skill qualification test (SQT).

Specific requirements will be in the field in 60 days.

2. It must be noted that the SOJT policy does not, repeat, not, apply to initial entry training (IET) policies. IET policies stipulate that all newly-accessed enlisted and officer personnel must either attend basic combat training (BCT)/advanced individual training (AIT), one station unit training (OSUT), or officer basic course (OBC) at the appropriate TRADOC schools.

3. Army policy on MOS qualification requires formal schooling; so SOJT will be used only as a last, repeat, last resort if formal schooling, correspondence courses, vocational/technical college courses, contract training, or other TRADOC-approved MOS-producing

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SUBJECT: Return of Supervised On-the-job Training (SOJT)

courses are unavailable. Commanders must take advantage of professional development, MOS transition courses, refresher courses, and all other available courses to build an effective SOJT Program.



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MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS' CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Military Occupational Specialty Code (MOSC) Qualification Programs

1. Recent OTE and UTE results have demonstrated that slightly more than one-half of the 98th Division (Tng) units inspected have received a "go" in the area of MOSC qualification programs. The number of "no-go's" is greater than the First Army average. The specific deficiencies noted in the reports were as follows, by frequency:

- a. High percentage of unqualified soldiers.
- b. No individual training records on some soldiers.
- c. Failure to enroll unqualified soldiers in appropriate MOSC/specialty skill identifier (SSI) courses.
- d. Failure to document programs and update progress.
- e. Lack of participation of First Sergeants and Command Sergeants Major in training progress.
- f. Failure to take action to award MOSC/SSI upon completion of requirements.
- g. Incorrect coding on Unit Manning Report (UMR).

2. Many of the deficiencies should be easily remedied in subordinate units by identifying unqualified soldiers, preparing an individual training record for each soldier, enrolling him/her in the appropriate program, and updating his/her progress. This will ultimately result in lowering the percentage of unqualified soldiers, fewer "no-go's" on such inspections, and, more importantly, increase the MOS qualification (and with that, capability and performance of the 98th Division).

3. Major subordinate commands must ensure that senior NCOs are fully conversant and involved with the training progress of the unqualified soldier. Sergeants Major and First Sergeants should monitor to preclude the (inexcusable) failure to submit personnel actions for award of the MOSC/SSI to the soldier who has expended time and effort to complete requirements.

4. MOSC Qualification Programs will be an area of great interest in future command inspections.

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MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS' CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: RC-STRIPES

1. Problems with RC-STRIPES have made this Forces Command (FORSCOM)/US Army Training and Doctrine Command (TRADOC) directed program into a much spoken about, misunderstood, and somewhat confusing situation. In reality, this need not and should not be the case. Written and oral directives have been distributed to all Commanders in the 98th Division (Tng) to view the RC-STRIPES videotape. This viewing, along with reading FORSCOM/TRADOC Regulation 135-3 (Pages D-1, D-2, and D-3), dated 15 Sep 86, will make anyone an expert on RC-STRIPES.

2. Problems which have traditionally plagued RC-STRIPES have been self-inflicted. Observations based upon past performance include the following deficiencies:

a. Units sending representatives to the RC-STRIPES workshops (both winter and summer) who are not capable of or not prepared to make decisions dealing with student projections and/or course enrollments.

b. Units not properly preparing 216-R Reports by individual grade prior to the winter RC-STRIPES workshop and, therefore, not injecting proper data into the training system.

c. Units not properly preparing a final 216-R Report by individual grade and name prior to the summer RC-STRIPES workshop and, therefore, not finalizing proper data for the training system.

d. Units not reviewing all of their training requirements, but rather merely reviewing those which they believe the Reserve Forces Schools can accommodate.

e. Nonattendance at RC-STRIPES workshops by some units.

f. Units not sending the same individual to both the summer and winter workshops has created a lack of continuity in the training management cycle.

3. All commanders, leaders, and training managers must closely scrutinize, review, and monitor all of their unit 216-R Report data to ensure its proper input into the overall training system.

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MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS' CONFERENCE  
ATTENDEES - 7-8 NOV 87

SUBJECT: Completion of External Army Training Evaluations (ARTEP)

1. FORSCOM Regulation 350-2 establishes a triennial ARTEP cycle. The current cycle is from TY 86 through TY 88. All non-organic units that are required to complete an ARTEP must do so by the close of TY 88.

2. The following requirements are extracted from applicable Regulations for your reference:

a. IAW FORSCOM Regulation 350-2 an external ARTEP evaluation at company level will be conducted every three years. This requirement includes MTOE Headquarters companies. It doesn't preclude achievement of battalion level evaluations. Companies which participate in a battalion/task force level ARTEP will satisfy their ARTEP requirement for the current three year cycle.

b. Additionally, an RC commander should undergo an ARTEP the first AT period after assuming command. This evaluation will satisfy the triennial requirement.

c. Units should be evaluated by the RC headquarters two levels higher than the evaluated unit.

d. IAW 1A Supp 1 to FORSCOM Regulation 350-2 the RC headquarters two levels higher than the evaluated unit is designated as the ARTEP coordinator and is responsible for scheduling and conducting the evaluation.

3. Resources available for conducting the evaluation.

a. To conduct the evaluation the ARTEP coordinator may put together a team from like units within his command or request assistance in assembling a team from division resources.

b. Assistance may be requested from the 76th MTC. However, exercise coordinators need to be aware of the lead time for requesting assistance. Requests for assistance must be at FUSA headquarters for FY 89 exercises by 1 DEC 87.

c. Exercise coordinators may also request assistance through their CAPSTONE trace.

4. Requests for waiver to ARTEP requirements.

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SUBJECT: Completion of External Army Training Evaluations (ARTEP)

a. IAW 1A Reg 350-5, at least 70% of a units authorized personnel will participate in the evaluation.

b. IAW 1A Supp 1 to FORSCOM Reg 350-2, as a general guideline 70% of authorized personnel should be present for the evaluation. The ARTEP coordinator must determine whether a unit has sufficient strength to undergo an evaluation. Requests for waiver will be processed through this headquarters to First Army NLT 90 days prior to the scheduled date of the ARTEP.

5. 1209th USAG and the 359th Signal Brigade are designated the ARTEP coordinators for their respective subordinate units. At the present time the only unit supported by the 76th MTC in FY 88 is the 479th Engr Bn. This headquarters is attempting to arrange for 76th MTC to supply exercise scenarios and a controller for other units. However, the ARTEP coordinators need to be prepared to develop their own scenarios.

21 August 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: Maintenance and Management of 98th Division (Training)  
Food Service Equipment

1. Reference Letter of Instruction, this headquarters, subject as above, dated 28 April 1987, with change 1, dated 12 June 1987.
2. The above reference identifies the standards of performance for the maintenance and management of food service equipment in the 98th Division (Training). Primary responsibilities are as follows:

a. Equipment Exercising/Operation:

Field Ranges (M2 Burners) and Immersion Heaters must be exercised, at a minimum, on a quarterly basis.

b. Equipment Operator Qualification/Licensing:

It is a Divisional directive that all operators of M2 Burners and Immersion Heaters be licensed. Following training and certification, DA Form 348, Equipment Operator's Qualification Record and Standard Form 46, U.S. Government Motor Vehicle Operator's Identification Card, must be annotated to reflect individual performance of task to standard and authorize individual operation of equipment.

c. Repair Parts:

The minimum stockage of food service repair parts based on food service equipment authorizations has expired. Only demand supported repair parts, as identified in DA Pamphlet 710-2-1 and TM 38-132-11, are authorized.

d. Maintenance Forms:

The following forms must be maintained:

- (1) DA Form 314, Preventive Maintenance Schedule And Records. This form will be maintained for Field Ranges, Immersion Heaters, and Kitchen Tents.

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SUBJECT: Maintenance and Management of 98th Division (Training)  
Food Service Equipment

(2) DA Form 2404, Equipment Inspection And Maintenance Worksheet. This form will be maintained for Field Ranges, Immersion Heaters, and Kitchen Tents.

(3) DA Form 2405, Maintenance Request Register. This form will be maintained by the food service sergeant as a historical record of equipment failure and as a means to determine uncompleted work requests requiring follow up actions.

3. POC is Mr. Zabawa at Ext. 251.

21 August 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: Field Ration Issue System (FRIS) Accounting

1. Reference Chapter 8, AR 30-1, subject: The Army Food Service Program, dated 14 November 1986.
2. All 98th Division (Training) units operate their dining facility accounts under the Field Ration Issue System (FRIS). FRIS is the requisitioning and issuing of subsistence on a meal status basis, following SB 10-263, 14-Day US Army Reserve Component And Field Training Menu (under this system the requirements for each line item of SB 10-263 is computed, based on the number of meals requisitioned, to determine the quantity authorized).
3. Although the FRIS is operated on a meal basis and the account may achieve a zero balance when an equal number of meals were requested and fed, the account can still be out of balance if the Basic Daily Food Allowance (BDFA) monetary expenditure allowance for the accounting period is exceeded.
4. Dining Facility accounts will be operated so that the balance for IDT at the end of the Fiscal Year is within 10% for both plus or minus meal status and dollars. The entire underdrawn amount and up to 10% overdrawn status will be dropped at the end of the Fiscal Year (for Annual Training this changes to  $\pm 3\%$ ). An account overdrawn by more than 10% at the end of the Fiscal Year will be surveyed in accordance with AR 735-11 (for Annual Training this changes to  $\pm 3\%$ ).
5. Under no circumstances will diners be penalized by a continuous serving of less desirable meals or insufficient quantities of food to offset an overdrawn status. Accounts overdrawn can be brought into tolerance by the following methods:
  - a. Reduce monetary expenditures by utilizing subsistence on hand (condiments).
  - b. Physical turn-in of excess subsistence to the TISA.
  - c. Relief in accordance with AR 735-11 (Report of Survey). For specific guidance see Paragraph 7-19, AR 30-1.
  - d. Initiating DD Form 362 (Statement of Charges for Government Property Lost, Damaged, or Destroyed) when losses are incurred through negligence.
6. POC is Mr. Zabawa at Ext. 251.

21 August 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: Unit Maintenance Profile (UMP)

1. Reference:

a. First US Army Pamphlet No. 140-1 (w/change 1), Army Reserve, Maintenance and Management of First Army Equipment, dated 9 February 1987.

b. First US Army Command Logistics Review Program, Command Logistics Review Team (CLRT), dated 1 June 1987.

c. 98th Division (Tng) Supplement No. 1 to 1A Pamphlet No. 140-1 (w/C1), 98th Div (Tng) Maintenance Program, dated 1 June 1987.

d. DA Circular 750-87-1, Chief of Staff, Army, Award for Maintenance Excellence (FY88 Program).

2. Cited references, 1a through 1c, mandate that all subordinate commands construct and maintain Part II of the Unit Maintenance Profile (UMP) packet per guidance set forth in reference 1d. The unit's UMP is a matter of interest for CLRT and higher headquarters evaluations/inspections.

3. Above policy pertains to all company size units of the 98th Division (Tng). For the "organic" Division, this includes the Brigade Headquarters and Headquarters Company (HHC) and the Battalion Headquarters (ie: for First Brigade; HHC, HQ 1st Bn, HQ 2d Bn, HQ 3d Bn and HQ 4th Bn of the 389th Regiment).

4. The Chief of Staff, Army, Award for Maintenance Excellence program is a competitive program that is designed to evaluate unit level maintenance programs, utilizing the unit's UMP (Part I in addition to Part II) as the medium for evaluation. The competition program commences on 1 October and ends 30 September, each Fiscal Year. Levels of competition/evaluation start with the unit's Major Subordinate Command (MSC) and can advance to Department of Defense (DoD) level.

6. POC is CPT Knapp at Ext. 242.



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21 August 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: Storage of Organizational Clothing and Individual  
Equipment (OCIE)

1. OCIE will be issued to unit personnel on a DA Form 3645 or 3645-1.
2. OCIE will be stored within the USAR center grounds or in other approved storage locations; DESCOM, ECS, and TESS.
3. OCIE will not be issued to USAR soldiers until they have completed basic training.
4. Exception to policy: An exception to policy for storage of OCIE will be submitted to FUSA by this headquarters for selected items of equipment IAW Para 6-34d, 1A Pamphlet 700-1.
5. POC is Mr. Sgro at Ext. 240.

21 August 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: Letter of Instruction (LOI) For Inactive Duty Training  
(IDT) Subsistence Requisitioning and Reporting for Fiscal Year 1988

1. Reference Letter of Instruction (LOI), this headquarters, subject as above, dated 5 August 1987.
2. The above reference has been disseminated to all subordinate units and identifies the procedures to be followed for subsistence requisitioning and reporting during Fiscal Year 1988. The LOI contains detailed guidance on procedures to be followed for local procurement (catered meals and raw subsistence), Commissary, and Troop Issue Support Activity (TISA) subsistence requisitioning.
3. Highlights are:
  - a. DD Forms 577, Signature Cards, must be submitted to the Division Food Service identifying those soldiers authorized to approve subsistence requisitions at the Major Subordinate Command (MSC) level.
  - b. Subsistence requisitions from a Troop Issue Support Activity (TISA) or Commissary must be submitted so as to arrive at the TISA or Commissary NLT 60 days prior to the requirement.
  - c. Requisitions for catered meals will involve a one-time submission of a DA Form 3953, Purchase Request and Commitment. This submission will consolidate all catered meals required during FY88. For each month thereafter, only a DA Form 2970, Subsistence Report and Field Ration Request, must be submitted to the requisitional approval authority indicating the number of meals required for a particular training assembly. This change has been affected to reduce the paperwork involved on units with catered meal approval who normally have no food service administrative support.
4. The LOI has been expanded from that of the previous year to give definitive instructions on the preparation of the requisitional and reporting forms. Commanders, Food Service Officers, Food Service Sergeants, and full-time support personnel with logistical responsibilities must become thoroughly familiar with the provisions of this directive.
5. POC is Mr. Zabawa at Ext 251.

21 August 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: Crossleveling of Equipment

1. Crossleveling of Equipment is being directed by HQDA to improve the status of units that are C-4 for Equipment On Hand (EOH).
2. The standard is for all units to be at C3 for EOH. Unit Status Reports show a significant number of 1A units to include 98th Division (Training) not at standard.
3. Crossleveling of equipment directed by FUSA will cause the following to occur:
  - a. ERC B and C LINS drawn down from one unit to fill ERC A shortage in another unit.
  - b. ERC A LINS may be drawn down to C3 to improve EOH in other units.
  - c. Crossleveling will occur between MUSARCS.
4. Crossleveling of equipment is based upon the following:
  - a. Latest USR input.
  - b. CBS-X input by units.
  - c. MCSR.
  - d. USR - CBS-X - MCSR must be accurate and in agreement.
5. Gaining units are responsible for the pickup of transferred equipment.
6. POC is Mr. Sgro at Ext. 240.

21 August 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: Recurring Errors on Reports of Survey

1. Current guidance in regard to processing of Reports of Survey's is contained in AR 735-11 of the current Unit Supply Update HANDBOOK and FM 10-14-3, Surveying Officer's Guide.

2. Errors in the processing of Reports of Survey's are causing the R/S processing time of 180 days to be exceeded.

3. Recurring errors frequently found are as follows:

a. Original DA Forms 4697 have been lost or inadvertently sent to the individual being recommended for pecuniary liability. It is imperative that one original DA Form 4697, to include exhibits, be forwarded to HQ's, 98th Division (Training) for the MUSARC Approving Authority's Action.

b. Numerous Reports of Survey are not initiated on time. As a reminder, in this MUSARC, the time begins on the date the property is lost, damaged, or destroyed or the date the loss, damage, or destruction is discovered.

c. Exhibits are not properly labeled in compliance with Paragraph 3-5B(5), AR 735-11 as contained in the current Unit Supply UPDATE.

d. Appointing Authorities are not consistently annotating the date he or she initially received DA Form 4697 for action in block 17, and (when appropriate) block 34.

e. Individuals full name, grade, SSAN, and basic pay at the time of the loss (as if on active duty) is not clearly indicated in block 26 of DA Form 4697 when an individual is being recommended for pecuniary liability.

f. Postal receipts have not been attached when the R/S is forwarded to HQ's 98th Division (Tng) for final action by the MUSARC Approving Authority. R/S's received without receipts can not be processed until the receipts are received by this headquarters.

g. Statements from the survey officer IAW Paragraph 4-11a(7) AR 735-11 are not being prepared, nor attached, to the R/S when a reply is not received in response to the letter notifying the individual that pecuniary liability is being recommended.

AFKA-GCD-GD

SUBJECT: Recurring Errors on Reports of Survey

h. Depreciation of value is not being taken in some cases. Depreciation must be taken in all cases unless the survey officer can show cause as to why depreciation has not been allowed. If such is the case, the survey officer must explain this rational in block 26 or in a statement attached as exhibit to the R/S. NOTE: Depreciation is only taken by the surveying officer, or in the case of a short survey, by the Appointing Authority.

RECOMMENDATION: All individuals responsible for the preparation or processing of R/S's should carefully review them for accuracy and completeness, prior to forwarding to HQ's 98th Division (Tng).

4. POC is SGT Fear at Ext. 239.



21 August 1987

MEMORANDUM FOR: 98TH DIVISION (TNG) COMMANDERS CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: OMAR Budget

1. The following is extracted from the 98th Division Operations and Maintenance - Army Reserve (OMAR) Budget Guidance/Policy.

a. Responsibilities:

(1) MSC Commanders will:

(a) Coordinate OMAR Budget process for units/activities under their control.

(b) Receive/distribute/monitor/recommend changes to budget targets.

(c) Monitor Detail Obligation Reports

(d) Operate ledgers to monitor commitments.

(2) Unit Commanders will:

(a) Prepare Command Operating Budget Estimate based on minimal needs.

(b) Insure the budget is executed within established targets.

(c) Submit requisitions for all authorized requirements (funded/unfunded).

b. General:

(1) The MSC will monitor compliance (unit) and recommend changes.

(2) Budgets will be expended in accordance with the following schedule: (This is only for Other Supplies, SSSC, and Repair Parts funds).

%\_Expended

Expended\_by

40%

End of 1st Qtr

70%

End of 2nd Qtr

90%

End of 3rd Qtr

100%

End of Fiscal Year

AFKA-GCD-GD

SUBJECT: OMAR Budget

NOTE: If unit does not execute to these expenditure rates, funds may be withdrawn from unit.

2. The preceeding excerpts are provided to emphasize the requirement for commanders to become intimate with their units budget process and to insure that legitimate requirements are met and that funds are expended in accordance with the aforementioned expenditure rates.

3. POC is Mr. Blazejewski at Ext. 241.



21 August 1987

MEMORANDUM FOR: 98th DIVISION (TNG) COMMANDERS CONFERENCE  
ATTENDEES - 7-8 Nov 87

SUBJECT: Guidance on Drill Sergeant Hats

1. Reference: a. AR 710-2.  
b. DA Pamphlet 710-2-1  
c. CTA 50-900
2. Reference a above authorizes each Qualified Drill Sergeant who is currently in a Drill Sergeant position two (2) Drill Sergeant Hats. These hats will be accounted for on the unit Property Book under manual procedures or on the Organizational Clothing and Individual Equipment (OCIE) Hand Receipt for those units operating under Standard Property Book System (SPBS) IAW reference a.
3. Drill Sergeant Hats will be issued on a DA Form 3645-1, as long as the individual is in a Drill Sergeant position. Hats may be retained upon termination of Drill Sergeant status only if the individual was in Drill Sergeant status for a continuous period of at least 24 months.
4. If the hat is to be retained by the individual, a DA Form 4949 must be submitted changing accounting. Hats will then be transferred to the soldiers DA Form 4886 or 4886-1, and the commanders Hand Receipt will be adjusted.
5. Drill Sergeant Hats should either be on hand, or in a financed requisitional status when a candidate completes at least 50% of the Drill Sergeant course.
6. POC is SFC Farr at Ext. 362.

21 Aug 87

MEMORANDUM FOR: 98th Division(TNG) Commander's Conference Attendees  
7-8 Nov 87

SUBJECT: Unauthorized Commitments

1. This headquarters has in the past, provided all division units with information regarding unauthorized commitments of funds. Contracting or procuring services for the government without proper authorization affects the reputation of the 98th Division (TNG), as well as imposes unnecessary economic hardship on civilian establishments that may remain unpaid for their services.

2. Proper procedures must be followed in all procurement actions. These are:

a. Documentation (DA Form 3953) MUST be submitted through 98th Division (TNG) Headquarters Resource Management Officer for fund certification prior to being forwarded to Fort Drum. DA FORM 3493 must be certified prior to receipt of service

b. The service MUST be contracted by a Fort Drum appointed Ordering Officer. No one other than an approved Ordering Officer may contract for the government.

3. Be advised that in cases where individuals, other than a properly appointed Ordering Officer, contract for the government, their actions may result in personal pecuniary liability or other disciplinary action.

4. Your support in eliminating unauthorized commitments within the 98th Division (TNG) is appreciated.

21 Aug 87

MEMORANDUM FOR: 98th Division (TNG) Commander's Conference Attendees  
7-8 Nov 87

SUBJECT: Unfinanced Requirements

1. Consideration for distribution of additional funds, at Division or Higher Headquarters, is based on the validation of unfinanced requirements. Commanders are reminded that all unit unfinanced requirements should be submitted to Division as soon as the requirement occurs. The unfinanced requirement will in turn be identified to higher headquarters, if it cannot be satisfied at division level.
2. Unfinanced requirements should be quantitative. That is, they should accurately depict the number of personnel, vehicles, equipment, etc. that are effected by the financing of subject requirements.
3. Unfinanced requirements should be sent to the responsible program manager at the Division. Mandays (RPA) requisitions should be sent to the G-3, and Logistics (OMAR) requests should be sent to the G-4. Computer, fische reader/printer, copier, postal equipment and typewriter requests should be sent to the IM. All other requests should be routed to the Resource Management office. If guidance in preparing certain requisitions is needed (2765's, 1348's etc,) it should be obtained from the program manager prior to submitting the requirement, since incorrectly prepared documents can determine whether an item is funded on a timely basis.
4. Major Subordinate Commanders should not expect that the Division Staff will automatically increase targets if more funds become available. Rather, each commander should analyze all requirements that cannot be satisfied with the level of funding that is received at the beginning of the fiscal year and submit unfinanced requirements accordingly. Those requirements which are accurately and fully justified and are on file at Division will receive priority in the event of increased targets.

[illegible]



